

## OFFICE OF TELECOMMUNICATIONS POLICY

EXECUTIVE OFFICE OF THE PRESIDENT

WASHINGTON, D.C. 20504

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DEPUTY DIRECTOR

OTP Circular No. 14  
(47 C.F.R., Part 214)

TO: HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Career Development Program for Spectrum Management

1. Purpose: The purpose of this Circular is to establish the subject program with a view to ensuring the availability of sufficient radio spectrum management personnel in the Federal Government; such program to include the institution of necessary measures to obtain and retain adequately qualified personnel in the spectrum management activities of the respective executive departments and establishments. This Circular sets forth the policy and certain guidelines with respect to this program.

2. Background: Since the first post-WWII radio conference of the International Telecommunications Union (ITU) (Atlantic City, 1947), which established the modern foundation for spectrum management, the world has seen the use of electronics pervade nearly every facet of man's activity. The definition of telecommunications today has evolved to include much more than it did twenty-five years ago. Unfortunately, it must be questioned whether radio frequency management has kept pace with this evolution. Individuals who possess requisite talents necessary to spectrum management are in short supply.

Today, electronic systems are more complex and the administrative and regulatory processes associated with the allocation and assignment of frequencies are highly involved, e.g., requiring an analysis of electro-management compatibility (EMC) before bringing systems into operation. In many instances, the optimum engineering solution dictated by EMC analysis is attended by economic, legal, and political considerations. In the real world, the practical problems of potential or existing interference are resolved on the basis of technical, legal, political and societal considerations. Legal action is an everyday fact of life associated with national enforcement of spectrum management. Obtaining agreements through diplomatic level discussion is a normal process in the international forums of the ITU and among neighboring nations.

-2-

The investment in electronic hardware in every nation continues to grow at surprising rates. National and international concern mounts over the continued availability of spectrum space to support the increasing electronic equipment population. If the community responsible for the use of the spectrum is to respond to that concern it is necessary that an adequate investment be made in personnel development.

The organizations or nations who undertake such a positive investment will reap benefits which, in part, will undoubtedly be at the expense of those having less qualified staffs. It is also reasonable to forecast that greater efficiencies in operational telecommunications systems will result and thus the investments in advanced hardware will be further rationalized.

3. Policy and Procedures: This Circular promulgates a Career Development System for Spectrum Management in the Federal Government. The Career Development System is a federal-wide career management program for employees engaged in spectrum management functions and activities. The objectives of the system are to: a) recruit, develop, and retain personnel required to meet the present and future staffing requirements in the spectrum management career field; b) encourage qualified individuals who are, or who desire to be, assigned to positions covered by this program to make a career in this field and to provide them with maximum opportunities to improve their professional expertise; and c) stimulate employees to engage in self-development activities. The system is composed of three career levels of development and training. These are:

a. An intern program for entry-level professionals primarily at the GS-5 through the GS-9 levels. For the typical high potential recent college graduate, the program can be up to 18 months in length with an evaluation made at the end of 12 months to determine the desirability of the intern's continuation within the program. The first year will consist of rotational assignments among the IRAC offices/agencies; orientation; formal training courses and seminars; and individual counseling. Subsequent training, if required, will be spent in the one (or possibly two) IRAC office/agency that is mutually acceptable to both the intern and the potential employer.

In conjunction with the intern program, an additional entry avenue is provided which is to allow upward mobility for those communication clerks, computer aids and others allowing them to change designators and be included within this career field. This program would essentially be an on-the-job training program supplemented by appropriate seminars and outside course material. Inclusion within this part of the program would be in accordance with merit promotion principles.

b. A mid-level development program primarily at the GS-11 through GS-14 levels. This program will consist of individual training and job

-3-

development plans written yearly for each selectee. In addition to electronics engineers and physical scientists, communications specialists, computer specialists and mathematicians with appropriate engineering training or experience could qualify for inclusion in this program.

c. A senior development program primarily for GS-15 and above levels. The intention here is to broaden rather than specialize the spectrum managers. Certain technical seminars, involving the various aspects of spectrum management at an advanced level, including training for international conferences, would be a part of this program.

In addition to full participation in the above development programs, an agency may choose to have certain of its present employees participate in limited portions of any of the above development programs.

The system incorporates the following elements which are covered in detail in the Spectrum Management Career Guide (Appendix 1).

- a. Recruiting employees at entrance, middle, and executive levels;
- b. Periodic appraisal and career counseling;
- c. Career patterns to show developmental pathways and progression ladders;
- d. A training and development program from entrance through senior levels;
- e. A system for the selection and placement of employees; and
- f. Maintenance of a career inventory record of enrolled employees.

4. Responsibilities of Office of Telecommunications Policy: The Office of Telecommunications Policy shall be responsible for the overall direction and implementation of the Career Development System for Spectrum Management. It will provide direction to the Department of Commerce, Office of Telecommunications, with regard to its Career Development System coordinating function; and work with the Office of Management and Budget and the Civil Service Commission to ensure availability of the necessary resources and procedures to facilitate the system implementation.

5. Responsibilities of Office of Telecommunications, Department of Commerce: In support of the Office of Telecommunications Policy, the Office of Telecommunications, Spectrum Management Support Division, Department of Commerce, has been requested to establish an organizational capability for Career Development System coordination, with functions including:

-4-

- a. Assisting agencies with training for their spectrum managers;
- b. Developing training plans for the centralized intern programs and monitoring those plans and programs;
- c. Developing a central library and resource bank of all training plans, programs and opportunities available to and needed by the Federal spectrum management community; and
- d. Developing and/or conducting, as appropriate, any necessary training programs, seminars, etc. not presently available and needed in the spectrum community.

6. Responsibilities of Federal Government Agencies and Departments:

Departments and agencies of the Federal Government, users of the radio spectrum, are urged to participate to the maximum practicable extent in the career development program described herein, keeping OTP advised of actions taken in this regard.

7. Authority: Reorganization Plan No. 1 of 1970 effective April 20, 1970, and Executive Order No. 11556 of September 4, 1970.

8. Effective Date: This Circular will become effective September 1, 1975.



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Enclosure - Appendix 1 (Spectrum Management Career Guide)

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